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13 APR 1956

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Management Staff Study of Training Activities
of SR [REDACTED]

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- REFERENCES:
- (a) DTR memo to DCI dtd 25 Apr 55, subject:
"Responsibilities of the Director of Training for Non-OTR Conducted Training."
 - (b) C/NS memo to DD/S dtd 5 Dec 55, subject:
"Management Staff Study of Training Activities of the SR, [REDACTED]"

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1. This memorandum is for information only, unless you are in disagreement with the comments and proposed action.

2. As a result of the Inspector General's survey of the Office of Training in 1954, the Director of Training summed up (in Reference (a)) the unresolved problem of his responsibility for non-OTR conducted training, and recommended that surveys of such training be conducted in accordance with the recommendation of the IG.

3. The first such survey has been conducted by the Management Staff, and its findings reported in Reference (b). The Office of Training has carefully studied this report, and offers the following comments.

4. The study first recommends that the Director of Training exercise technical supervision of [REDACTED] training activities; technical supervision is defined as advice, guidance and review pertinent to training matters, but subject to the command decision of the Chief, SR Division.

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Comment: The responsibility and authority of DTR in relation to [REDACTED] does not clearly emerge from this recommendation. Provision of advice is quite a different thing from the exercise of supervision. OTR has always been willing to provide assistance and guidance upon the request of any component, if within its capability. But DTR cannot accept supervisory responsibility without commensurate authority, as he has previously pointed out.

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5. The study also recommends that OTR detail a qualified training officer to [REDACTED] for a 30 - 90 day period to assist the Chief, [REDACTED] on training matters and to devise the means for the technical supervision of training activities conducted at the Base.

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Comment: After discussion between the Chief, [REDACTED] and representatives of OTR, it has been agreed that it would be mutually beneficial to detail an OTR instructor TDY to [REDACTED] assist in the review of lesson plans, training materials and methods used, and to provide technical advice on training matters, including assessment, testing, and evaluation procedures. It may well be in the Agency interest for OTR to go no further than this in its support of [REDACTED]. As to whether actual "technical supervision" is desirable or feasible, OTR will be able to speak with more competence on this point after the completion of this TDY. The survey is not very informative on the magnitude of the problem, i.e., the effectiveness of the training, actual [REDACTED] assets, and the actual and projected training load in terms of numbers to be trained as balanced against these assets. If an OTR representative had participated in the survey, as was originally proposed, an estimate of the kind and amount of training support required would already be at hand.

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6. OTR does not desire or intend to take responsibility for the operational briefing and preparation of agents, or to interfere with the case officer function, including the training function. This point is not an issue. The basic problem for which OTR is trying to get an answer still exists, inasmuch as the survey has not come to grips with it, in our opinion.

7. The real problem, as OTR sees it, is as follows. We are concerned about the dissipation of training assets of the Agency. Covert training is being conducted by OTR, by [REDACTED] and by other area divisions both here and abroad. Who, if anybody, is to take the responsibility to ensure that these various training efforts are conducted effectively and efficiently, and that training assets are distributed where they are needed most? Good instructors have always been in short supply, and they are often lost to the training effort through rotation to other types of jobs. There exists at least a possibility that money and personnel are being wasted through these uncoordinated activities.

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8. Questions such as the following are pertinent to the basic issue. They are not academic because they have recently been raised:

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9. Operational and security factors cannot be discounted, but to a degree the basic problem is one of management - management of training efforts and assets to ensure a minimum of duplication and dissipation of training assets in the Agency. The responsibility for this management would seem to fall within the mission of the Director of Training, but it can hardly be exercised through the provision of "advice", or of technical "supervision" as defined in this survey.

10. In terms of current reality, the capability of OTR to assume additional responsibilities is severely limited by the personnel ceiling and already heavy program commitments. In order to establish a practical working relationship, the Chief of the Operations School of OTR and the Chief of [REDACTED] have reached an agreement that:

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a. OTR will detail an instructor TNY to [REDACTED], this action being mutually beneficial.

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[REDACTED]

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It is believed that a closer relationship generally can be achieved, but OTR does not consider this to be in any way a resolution of the basic problem as stated above.

SIGNED

[REDACTED]
Acting Director of Training

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